

**THOMAS S. BROWN**  
**ValueOptions, Inc.**  
**Chief Administrative Officer**

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**PROFESSIONAL EXPERIENCE**

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**ValueOptions, Inc.**  
**Chief Administrative Officer**

**2001-Present**

**The Trizetto Group**  
**Vice President of Operations Support**

**1999-2001**

Payer Application Services Provider Group (ASP):

- Hosts software applications for health maintenance and health insurance organizations.
- Provides full outsourced management of managed care organizations (MCOs).
- Provides “backroom” support (transaction services) to those payer organizations for whom it also hosts software applications.

Responsibilities within this group primarily include:

- Development and implementation of the company’s transaction services strategy. This unit is expected to grow rapidly and contribute to the organization’s profitability. In order to achieve these expectations, in light of the rapidly changing payer marketplace, we must continually evolve our transaction services strategy.
- Manage 250 employees, located in two service centers, that provide transaction services for six MCOs with approximately 250,000 members, and this number is growing rapidly.
- Matrix management relationship with the individuals who oversee the operations functions in the two HMOS currently managed by TriZetto, which together total approximately 200,000 members.

**Qual Choice of Arkansas (QCA)**  
**Interim President and CEO**

**1999-2000**

- In mid 1999, as QCA faced serious financial problems, Novalis was asked by its Board of Directors to create a plan designed to rescue this organization. Managed the team that created this plan.
- After evaluating it, the QCA Board of Directors awarded a new five-year contract to Novalis that gave Novalis complete responsibility for QCA’s management. Designated as the individual responsible for the implementation of the turnaround.
- Elected QCA’s interim President and CEO in early October. During this interim period of approximately six months, substantially improved QCA’s financial and operational performance.

**Novalis Corporation (Holding Company)**  
**Vice President**

**1992-1999**

Responsible for the strategic and medical economic consulting activities. Also play a key role in all business development activities once they have reached the senior level decision-makers within a potential client organization. More specifically have:

- Managed the consulting teams that developed three hospital sponsored Health Maintenance Organizations (HMO’s) from the concept stage through the point at which they were ready to begin marketing their products and enrolling members. These projects were nine to twelve months in duration and included the following activities:

- Helped senior executives of these institutions develop and /or refine their managed care strategies
- Worked extensively with the Boards of Directors of these institutions and their key constituents in order to obtain their support for the institution's managed care strategies
- Conducted analytic studies designed to determine the feasibility of creating these HMO's within the context of the institution's overall strategic plan
- Developed the HMO's entire operational infrastructure
- Developed the HMO's provider networks including all reimbursement methodologies and fees
- Managed the HMO's licensure processes
- Developed the entities' first year business plans, budgets, and financial pro formas
- Developed all of the initial medical policies and their quality improvement plans
- Provided strategic consulting support to a New England based Blue Cross and Blue Shield plan that purchased the Novalis turnkey product set. As a result of the strategy, this organization was able to begin competing successfully against the region's for-profit HMO's -- reversing a three year period of enrollment declines. This organization now has more than 200,000 HMO and point-of-service enrollees.
- Provided strategic support and network development consulting to a highly regarded New York State staff model HMO that decided to create a network model HMO product. This organization now has 160,000 members enrolled through its network products.
- Helped a series of large health systems shape their managed care strategies. These health systems include: North Shore University Hospital; SUNY Upstate Medical Center; the University of Rochester Medical Center; the Albany Medical Center; Pittsburgh Children's Hospital; University Hospital, Augusta, Georgia; Stanford University Hospital; and LSU Medical Center.

### **Preferred Health Network of Maryland**

**1990-1992**

#### **President and CEO**

Accomplishments include:

- Completely restructured the organization
- Recruited a Medical Director and created a Medical Advisory Committee
- Dramatically improved services to enrollees
- Reduced medical care costs over a fifteen month period by approximately 12% after adjusting for price inflation.
- Increased enrollment by approximately 40%.
- Reduced the entity's net loss from 8% of revenue in 1990 to 2% of revenue in 1991. This entity achieved breakeven in 1992.
- Expanded the HMO physician network by 20% resulting in a significant expansion of the HMO service area.

### **Health Networks of America, Inc.**

**1987-1990**

#### **Executive Vice President**

Responsibilities included oversight of product and systems development, marketing, client consulting, medical services, and finance. Accomplishments include:

- Part of a three-person design team, which created the conceptual framework on which the turnkey products and services were built.
- Led the design team which developed the software and administrative systems required to support a triple option, point-of-service design.

- Led the team which designed all of the claims adjudication and reporting system requirements necessary to support the incentive-based physician reimbursement model component of the Novalis product.
- Sold the turnkey products to two managed care organizations within twelve months of completing product development. In both cases, these were start-up provider sponsored HMO's that were created around HNA's products and services.

#### **Empire Blue Cross and Blue Shield**

**1985-1987**

##### **Divisional Vice President – Albany Group Markets**

Responsible as the senior executive for all facets of the corporation's group business within the Northeastern New York Region, which included the entire corporation's operating area north of Westchester County. In total, this book of business included 300,000 members enrolled through small, medium, and large accounts. Responsibilities included management of marketing, sales, claims operations, customer service, medical management, and enrollment and billing. In total, 520 employees worked in this division. Accomplishments include:

- Generated an underwriting profit in both 1986 and 1987 while the rest of the health insurance industry was in an underwriting slump.
- Generated a 10 percent net new business growth rate in the local experience rated market segment during both 1985 and 1986.
- Reduced direct operating expenses by approximately 10 percent per year during 1986 and 1987.

##### **Blue Cross of Northeastern New York**

**1982-1984**

**Vice President of Marketing and Customer Service – Chief Marketing Executive**

#### **Blue Cross Blue Shield of Rochester**

**1973-1982**

**Senior Director of Marketing**

**Senior Account Executive**

**Manager – Actuarial Services Department**

**Supervisor of Community Rating, Actuarial Services**

**Actuarial Analyst**

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#### **EDUCATION**

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##### **Rochester Institute of Technology**

**1978**

Master of Business Administration

##### **Rochester Institute of Technology**

**1973**

Bachelor of Science – Business Administration